

ABSTRACT

Currently, many members of Generation Z (Gen Z) have entered the workforce. Their presence in the workforce will continue to grow in the next few years and become increasingly dominant. In time, companies will be dominated by Gen Z, and they will occupy key positions within the company. Therefore, the presence of Gen Z cannot be ignored. They present a unique challenge for companies. Gen Z is not just about age; it also brings significant changes in perspectives and lifestyles. With increasingly convenient technology, Gen Z prefers instantaneous work processes. This influences their mindset and the way they work..

In a survey conducted by a survey service company in February 2024 in several cities in Indonesia found that Gen Z's job satisfaction was generally positive. Furthermore, the desire for a work-life balance also showed a significant increase. Job satisfaction and work-life balance are two important aspects of Generation Z's lives today. Therefore, this study aims to determine the influence of job satisfaction and work-life balance on employee engagement among Generation Z employees in Indonesia.

This research used quantitative methods with descriptive and verification approaches. The sample was determined using a non-probability sampling method through purposive sampling. The criteria used were Generation Z employees working in Indonesia, ensuring that the data accurately represented the characteristics of this group. Data collection employed a survey method with an online questionnaire. The required sample size was 280 respondents representing all provinces in Indonesia. Data analysis was performed using SmartPLS version 4.0 software to analyze the influence between variables in the research model.

This study found that job satisfaction partially had a positive and significant effect on employee engagement. Similarly, work-life balance partially had a positive and significant effect on employee engagement. Furthermore, job satisfaction and work-life balance simultaneously had a positive and significant effect on employee engagement.

Based on the research findings, the authors recommend that organizations develop Human Resources programs to improve employee job satisfaction and consider employee work flexibility integrated with work-life balance. Both recommendations aim to increase engagement among Generation Z employees in Indonesia. On the other hand, with the increasing prevalence of contract work systems, Generation Z to see this condition as an opportunity to grow and expand their networks.

Keywords: *Generation Z, Gen Z. job satisfaction, work-life balance, employee engagement*